

# Building a Safety Culture

- Presentation to -  
Department of Commerce



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# Why Stay Focused on Safety?

- **DOC statistics:**
  - **Total Case Rate = 1.17**
  - **Lost Time Case Rate = 0.57**
  - **Lost Work Days = 22.9**
  - **Compared to Peers, Your Numbers Are Not Bad!**
- **However:**
  - **Workers Compensation?**
  - **Temp Hire Vehicle Accidents?**
  - **Slips, Trips, Falls, Bio-mechanical?**
  - **442 OSHA Reportable Accidents For CY06**
  - **\$15,031,446 In Mishap Related Cost**
  - **Acceptable Cost Of Doing Business?**



# What's the Impetus for Change?

## - Continuous Improvement!

**“If you keep on doing what you've always done,  
you'll keep on getting what you've always got.”**

**W. L. Bateman**

<i>Safety Discipline</i>	→	<i>Safety Culture</i>
<i>Compliance</i>	→	<i>Performance</i>
<i>Punish</i>	→	<i>Reward</i>
<i>“Their” Safety Program -</i>	→	<i>“Our” Safety Program</i>



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# Assumptions for Change

Universal lessons learned from OSHA Voluntary Protection Programs Star sites

- **What's important to the supervisors/managers will be embraced by the employees**
- **Employees measure success/change by what they see; not by what they hear**
- **New employees can/do influence the behavior of seasoned employees**
- **Safety must become a daily priority (value) - You are never safe enough**



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# Essentials for Change

- **Show Management and Leadership Commitment**
  - Visible and Meaningful
- **Create Employee Involvement**
  - Every Employee a Safety Manager
- **Conduct Safety and Health Training**
  - Every Employee a Hazard Reporter
- **Perform a Complete Worksite Analysis**
  - The Employee Best Knows His/Her Job Hazards
- **Implement Hazard Prevention and Control**
  - Management and Leadership Commitment

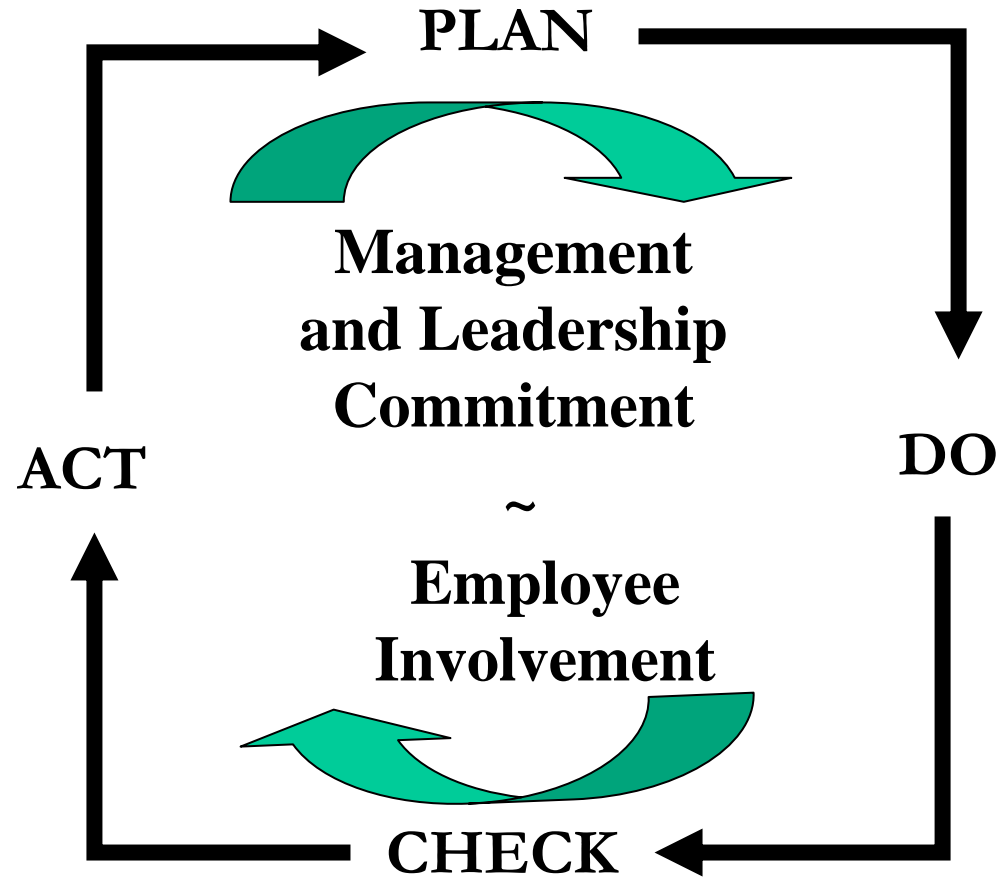


# Performance Based Culture

- **Is Not Another Layer Of Requirements**
  - **It's An Approach To Better Promote Safety And Health**
  - **Fosters Communication To Help Staff And Managers View Safety And Health As An Ever-present Value**
- **Is An Ongoing Partnership Between Management And Staff**
  - **Transcends A Top-down, By-the-book Approach To Safety**
  - **Raises Grassroots Safety Consciousness**
- **Dynamic, Evolving Program That Fosters Innovative Approaches To Continuous Safety & Health Improvement**



# Your People Create the Quality of "Safety"



# Business Case for Performance Safety

- **General Electric Aviation Evendale**
  - GE had a sound foundation but lacked employee buy-in and participation...

*“We had a company safety program vs. a partnered safety program”*
  - “If 2005 recordable rate remained the same as 1996, we would have had ~ 13,000 more injuries and ~3,000 more lost time cases compared to actual performance.”
  - ***Business Case: cost avoidance of \$61.5million/yr***





# Business Case for Performance Safety

- **International Paper**
  - **90 sites in OSHA VPP since 1992**
  - **VPP vs. NON VPP sites compared for 2000 and 2001**
    - **Incidence rates for VPP sites: 28% lower**
    - **Lost workday rate for VPP sites: 48% lower**
    - **Workers Compensation Costs for VPP sites: 58% less**
  - ***Business case: could have saved \$16.5 million in workers compensation 00/01***



# Way Ahead?

- **Assess Safety Culture**
- **Assess Safety Management System**
- **Train Principals of Performance Safety**
- **Implement Performance Safety Action Plan**



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